



PACA Pulse

SUMMER 2019

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2019 Briefing for Industry Recap

by Ron Unruh

The Professional Aerospace Contractors Association of New Mexico recently hosted the

33rd consecutive Briefing for Industry. BFI 2019, held at the Hotel Albuquerque at Old Town, August 12-15, was co-sponsored by the U.S. Air Force Research Laboratory. Although this year's event did not have the number of registrants as in 2018, it was

nonetheless an outstanding success and PACA was able to once again achieve its goal of providing a timely update to the government contracting community on upcoming and proposed acquisitions from the many and varied organizations participating.

The 434 registrants enjoyed three full days of presentations and accompanying breakout sessions which provided more depth and the opportunity to dialogue with the presenters. Three evening socials allowed for networking and discussing the day's presentations.

Over \$13 billion in acquisitions were detailed in 34 presentations from government agencies, spanning 633 opportunities ranging from Small Business Innovative Research through full and open acquisitions. In addition, the three well-received lunch speakers included Tom Lockhart, Director of Engineering and Technical Management, Air Force Nuclear Weapons Center, Hill AFB, Utah; Katie Arrington, Chief Information Security Officer for the Office of the Under

Secretary of Defense for Acquisition; and Chris Orwoll, Executive Director of the New

Mexico Museum of Space History.

Represented at the 2019 BFI were 54 large businesses and 103 small businesses. The small businesses included 17 Veteran Owned Small Businesses (VOSB), 12 Service Disabled VOSBs, 19

Woman Owned Small Businesses, seven 8(a) Small Businesses, four Hubzone Small Businesses, and seven educational institutions.

PACA was founded in 1982 as a non-profit trade association. The BFI is run entirely by volunteers from the organization. BFI 2020 will be held August 10-13, 2020. For more information, see the PACA website www.pacanm.org.



Katie Arrington, Keynote Speaker



Tom Lockhart, Keynote Speaker

President's Corner

By David Rosprim



David Rosprim

Greetings! As I settle into the role of president, the one thing that stands out is the many good happenings always going on with PACA! The BFI this year was another great success. A special thank you to **Ron Unruh** and the BFI committee for pulling off another triumphant event.

If you attended the BFI, you may have seen the plaque at the PACA booth that PACA will be presenting to Spaceport America. It will be displayed in the lobby of their new business office in Las Cruces. PACA contributed to the Spaceport America Cup Rocket Competition this past year and proudly supports all that the Spaceport is doing for the competition and the New Mexico aerospace industry in general.

Much effort has also gone into the planning of PACA's first golf tournament to be held on September 30 at Tanoan Country Club (see page 8 for details). **Mike Robson** is doing an outstanding job of heading up the big event to benefit STEM education in New Mexico. I have been involved in a small part of the planning and organization and have had a great time! I am predicting that it will be an exceptional fund raiser and a great time for the participants and volunteers.

Other updates:

- Many accolades to **Kit Carmen**! She is doing an outstanding job as the PACA administrator! I don't know how the association ever got by without her!
- As they proved to be so popular, PACA has continued hosting happy hours. If you have not attended one, please considering doing so. They are always fun!
- We have recently invested in a new computer as well as projector for our lunch meetings that will hopefully result in less technical problems and clearer projections.
- We have introduced the use of PACA e-mail addresses. My PACA address is david.rosprim@pacanm.org. This makes official PACA correspondence independent from the companies we work for and more relevant to PACA business.
- We have consolidated all PACA equipment into a single rented storage unit. This provides for a more organized inventory and much easier access. A big thank you is extended to all the generous members who previously stored items in their home or garage.
- Lastly, we are implementing data storage on a web-based Dropbox for our business operations. In the past, as information files and folders were stored only on personal computers or in hardcopy binders, sharing data was not easy. Everything will now be digital and in a centralized location. For instance, all my presidency files will be on line. Next year, Chris Patscheck can easily reference anything he may need online. The data will remain available for a long time to come.

To sum it up, PACA is always on the move! •



Lunch Invocation



Booth Activity

Tuesday Morning Presentation



Networking Social

Legal Insights: Patent Rights Under Government Contracts

By Ross L. Crown

Patent rights to inventions made in the performance of work under a contract with the federal government are governed by Subpart 27.3 of the Federal Acquisition Regulation. This subpart attempts to strike a balance among the interests of the government, the contractor, and the American public in innovations funded by taxpayer dollars.

Government Policy

The government's policy concerning patent rights arising from performance of a contract for the government is set forth in FAR 27.302. This policy is intended to realize the following objectives:

- Promote the use of inventions from federally supported research and development;
 - Encourage industry participation in federally supported research and development efforts;
 - Promote free enterprise without unduly encumbering future research;
 - Promote commercialization of inventions made in the United States;
 - Ensure the government obtains sufficient rights in federally supported inventions to meet the needs of government and protect the public from nonuse or unreasonable use of inventions; and
 - Minimize the cost of administering patent policies.
- FAR 27.302(a).

Contractor Rights

Generally, a contractor who creates an invention in the course of performing a federal contract (a "subject invention") may, after required disclosure to the government, elect to retain title to the subject invention. FAR 27.302(b)(1). This general rule, however, is subject to broad exceptions. The contract may require the contractor to assign to the government title to the invention under certain circumstances, including –

- When the agency determines that restricting or narrowing the contractor's rights is necessary to protect the security of foreign intelligence or counterintelligence activities;
 - When the contract includes the operation of a DOE facility primarily dedicated to naval nuclear propulsion or weapons related programs;
 - Pursuant to statute or agency regulations.
- FAR 27.302(b)(2).

In addition to the above exceptions, the government has the right to obtain title to a subject invention (1) if the contractor has not disclosed the invention within the time specified in the patent rights clause incorporated into the contract, or (2) in any country where the contractor has not

preserved its patent rights. FAR 27.302(d).

When the government acquires title to a subject invention, the contractor is normally granted a revocable, nonexclusive, paid-up license to that invention throughout the world. Any request by the contractor to transfer its license requires the written approval of the contracting officer. FAR 27.302(i)(1).

Government Rights

At a minimum, the government is granted a nonexclusive, nontransferable, irrevocable, paid-up license to practice, or have practiced for or on behalf of the United States, any subject invention throughout the world. FAR 27.302(c). The government also has the right to require periodic reporting on how any subject invention is being used by the contractor or its licensees or assignees. These utilization reports are not to be disclosed outside the government without the contractor's permission. FAR 27.302(e).

One of the more controversial patent rights provisions in the FAR is the granting of "march-in" rights to agencies that they may enforce against the contractor and its assignees and exclusive licensees. March-in rights require the contractor to grant a nonexclusive, partially exclusive, or exclusive license in any field of use to responsible applicants, upon reasonable terms. If the contractor refuses to grant

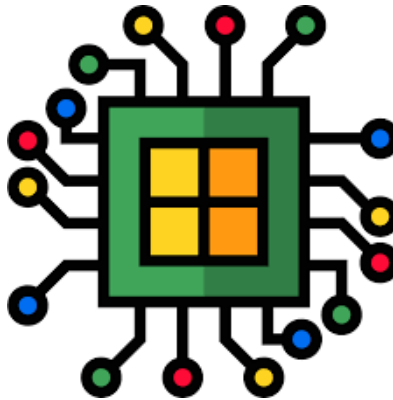
such a license, the agency may grant the license itself. March-in rights may be exercised only if the agency determines that this action is necessary –

- Because the contractor has not taken effective steps to achieve practical application of the subject invention;
 - To alleviate health or safety needs that are not satisfied by the contractor;
 - To meet requirements for public use specified by federal regulations;
 - Where the subject invention is improperly not manufactured substantially in the United States.
- FAR 27.302(f)(1).

An agency cannot exercise march-in rights unless the contractor has been provided a reasonable time to show cause why the proposed agency action should not be taken. The agency also has to provide the contractor with an opportunity to dispute or appeal the proposed action. FAR 27.302(f)(2).

Preference for United States Industry

A contractor who receives title to a subject invention and its assignee shall not grant to any person the exclusive right to use or sell the invention in the United States unless



continued on following page

Legal Insights *continued*

that person agrees that any products embodying the invention or produced through use of the invention will be manufactured substantially in this country. This requirement may be waived in individual cases upon a showing by the contractor or assignee that potential licensees will not agree to manufacture the product domestically or that domestic manufacture is not commercially feasible. FAR 27.302(g).

Confidentiality of Inventions

Publishing information concerning an invention before a patent application is filed on the invention may bar a valid patent. Accordingly, agencies may withhold information from the public that discloses any invention in which the government owns or could own a right, title, or interest. Information concerning an invention may only be withheld for a reasonable time to allow an application to be filed. FAR 27.302(j).

Patent Rights Contract Clauses

A patent rights clause is required to be inserted in all contracts for experimental, developmental, or research work. FAR 27.302(a)(1). Such a clause is also to be inserted in contracts for construction work or architect-engineering services that include experimental, developmental, or research work; test and evaluation studies; or the design of a government facility that involves novel aspects. FAR 27.303(a)(2).

The FAR prescribes multiple patent rights clauses. Which clause must be inserted in a particular contract depends on the nature of the contract and the parties to the contract. See FAR 27.303, *generally*. Moreover, if the contract is for the DOD, DOE, or NASA, and the contractor is other than a small business or nonprofit organization, a patent rights clause is to be incorporated in the agreement in accordance with agency procedures. FAR 27.303(d).

Protecting Contractor Rights

Contractors performing research and development work for the federal government must understand that their patent rights in any inventions resulting from that work are, at best, going to be shared to some extent with the government, and perhaps other entities as well. By becoming familiar with Subpart 27.3 and the patent rights clauses prescribed by that subpart, contractors can maximize the rights they retain in such inventions. •

Ross is a partner in the Albuquerque office of Lewis Roca Rothgerber Christie LLP where his practice emphasizes government contracts. He can be contacted at RCrown@lrrc.com. This article is intended for general information only and should not be construed as legal advice or opinion. Any questions concerning your legal rights or obligations in any particular circumstance should be directed to your lawyer.



been a quarterly publication ever since. What you see before you is our 50th issue. Many thanks to all of our contributors and readers over the last 12 plus years! •

In 2006, then PACA president **Dar Johnson** proposed that PACA launch a newsletter and thus the **PACA Pulse** was born. The *Pulse* debuted with its first issue in the Winter of 2007. After three issues in 2007, the *Pulse* has



WELCOME New Members!

Amy Deatherage, Moss Adams LLP

Andrew Gallegos, Lentech, Inc.

Marissa Gomez, Spectral Sensor Solutions, LLC

Matt Keihl, Universal Technology Corporation



Paul Koether, Lockheed Martin

John Santacroce, Northrop Grumman Corporation

Inder Singh, ASRC Federal

Philip Tokeshi, Moog Inc.

Travis Tuck, Dynetics

Valuation and the Impact on Strategic Decision-Making

By Mark Forbess and Leland Miklovic

Corporate valuation is a topic that is often over-simplified and misunderstood, but nevertheless vitally important to business owners and senior operating executives within the aerospace, defense, and government services (ADG) sector. In this article, we will explore how valuation is used as a tool in strategic decision making and the powerful impact it can have on how you run your business and ultimately maximize value.

As an ADG business owner or senior executive, you should have decision-making clarity on every critical strategic initiative. Understanding your company's valuation and each of the individual components by line of business is a key contributor. Moreover, evaluating new strategic initiatives through a short-term and long-term valuation lens leads to proactive and more efficient outcomes. Successful ADG companies that continue to grow profitably and grow market share year-after-year are doing this, which is why they are successful. And you can too.

The Link Between Valuation and Strategic Decision-Making

It has been proven that senior leaders who possess the right knowledge and tools will quickly capitalize on value creation opportunities while minimizing bad decisions that otherwise hinder the growth, profitability, and value of the company. Some examples where valuation plays a strategic role are the following:

- Exit planning
- Sale, partial sale, or divisional divestiture opportunities
- Equity growth capital
- Organic and acquisition growth initiatives

Let's start with why it's important to know the value of your company by looking at two different perspectives. First, knowing your company's value is important when equity capital or merger and acquisition opportunities present themselves. Specifically, if you are seeking equity capital for growth or buyout purposes, or evaluating the sale of all or a part of the business, valuation is a central negotiating point. But understanding your company's value also allows you to proactively seek out opportunities, such as "tuck-in" acquisitions that would otherwise be missed or instead capitalized on by your ADG competitors. In addition, divesting a line of business that is no longer strategic to the overall company allows you to re-allocate resources more efficiently and re-invest the proceeds into other higher-growth, higher-return lines of business or opportunities.

Secondly, from a proactive perspective, knowing the value of your company and each of its lines of business allows you to proactively make better growth and profitability decisions within each division. And that means more efficient and sustainable long-term revenue growth and profitability as well as margin enhancement. This leads to greater cash flow, maximized value, and the ability to engage in even larger,

more impactful future growth opportunities, whether internal or external.

Valuation Methodologies

There are several commonly used valuation or business appraisal methodologies, depending on the specific company stage of growth and type of business. They include market-based, income (discounted cash flow) and the asset approaches. For many ADG companies having at least \$10 million in revenue with profitability, the most commonly used methodology is the market-based approach. The market approach utilizes a "multiple-based" valuation methodology whereby an externally derived market pricing multiple is applied to a company financial metric to determine an estimate of value. There are two types of market multiples widely used for valuation purposes—they include (a) publicly traded (guideline company) multiples, and (b) precedent transaction multiples. These market multiples tend to provide the best estimates of value based on the relationship between a company's economic performance and historical selling prices of similar companies.

Let's look at a very simple example. If a company's most recent operating income (earnings before interest and taxes, or "EBIT") is \$4.5 million, and publicly traded companies trade at 8x EBIT multiple, we might estimate the value to be approximately \$36.0 million. Likewise, if historical sale transactions involving similar businesses yielded an average EBIT multiple of 8.5x, we might estimate the value of that same company to be approximately \$38.3 million using this methodology. This is a very rudimentary example, but there are many nuances and other factors that would further increase or decrease the above estimates. And this is why valuation is very much an art often involving valuation professionals with decades of experience.

Factors that Influence Valuation

Perhaps more important than the analytical exercise of determining value is the application of qualitative factors that influence company value. Listed below are some factors that often influence whether companies receive discounted or premium valuations within the ADG sector:

- **Size of revenues and operating profit.** Companies with larger revenues and EBIT typically command higher valuation multiples.
- **Customer concentration.** Minimal customer concentration significantly reduces the risk of lost revenues and operating margin degradation, typically resulting in a higher valuation.
- **Industry growth and competitive dynamics.** Positive mid-term industry growth, market stability, and competitive fragmentation improve a company's growth prospects and have a positive impact on value.
- **Product/Service line diversity.** A diversified line of products or services often increases customer retention,

continued on following page

Valuation and the Impact ... *continued*

increases future growth prospects, and reduces risk of lost revenues, often resulting in a higher valuation multiple.

- **Audited financials.** A history of annual audited financials (or at the very least, reviewed financials) have a positive impact on valuation.
- **Reliance on suppliers/inputs.** Heavy reliance on few suppliers may increase overall business risk, which may have negative valuation consequences.
- **Recurring capital expenditures.** Companies that have high recurring annual capital expenditures, thus reducing cash flows, will likely experience a reduced valuation level.

Examples of How Companies Utilize Valuation to Their Advantage

Successful ADG companies leverage valuation in every key strategic decision they make. Moreover, they utilize valuation to uncover opportunities on which their competitors are not able to capitalize, creating greater influence and larger profitability opportunities. Here are two examples of how the highest growth, most profitable companies have leveraged valuation to achieve success:

- Continual evaluation of existing lines of business. Senior leaders evaluate each of their lines of business every six to 12 months in the areas of (a) long-term industry growth, (b) competitive landscape and consolidation, (c) divestiture opportunities, (d) organic expansion opportunities, and (e) tuck-in acquisition growth opportunities. They are using valuation to determine whether they should continue to grow or divest a line of business. In some cases, they divest reasonably good business lines in favor of other business lines that have greater growth and profitability prospects – and therefore greater overall value potential.

- Continual evaluation of new growth opportunities. Companies utilize valuation to assess new growth opportunities pertaining to (a) de novo organic expansion, involving new product or service areas that are a tangential extension of existing offerings, (b) geographic expansion to service new and existing customers, and (c) acquisitions of similar offerings involving the same types of customers. In every case, there are extensive customer cross-selling opportunities — either by product or customer — yielding greater revenues, profitability, and overall value.

The above examples are part of a continual process that turns ordinary ADG companies into highly successful ones. This is how the story unfolds for them, and how it can also unfold for you. •

Mark Forbess, a PACA member, and Leland Miklovic are managing directors in the Atlanta office of Opus Advisory Partners where they specialize in working with mid-sized companies relating to corporate finance, strategic growth, and transactional matters in highly technical industry sectors, including the aerospace, defense and government services sector. This article is intended for general information only. For more information, please contact Mark at mforbess@opusap.com or Leland at lmiklovic@opusap.com.

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Please contact **Dar Johnson** if you would like to take advantage of a sponsorship opportunity or for further information at **505-400-1639** or d_r_johnson@comcast.net.

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- Recognition included in the *PACA Pulse*.
- *One time each year* space is provided for a tabletop display at a membership luncheon and the opportunity for a ten minute corporate overview presentation. The table will be either in the lobby or in the banquet room, depending on the size of the room. Also, depending on room arrangement and speaker presentation, special rules may apply per event.

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Note: All BFI registrants must meet security requirements.

- Free registrations (note quantity in categories below) and special reserved seating.
- Free both space (note area selection in categories below).

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- Five registrations for the PACA annual Briefing for Industry.
- Top choice of free booth space at BFI.

GOLD \$5,500

- Four registrations for the PACA annual Briefing for Industry.
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- Three registrations for the PACA annual Briefing for Industry.
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BRONZE \$2,000

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PREMIER SMALL BUSINESS \$1,200

Note: The requesting sponsor must demonstrate that the company is classified as a small business.

- One registration for the PACA annual Briefing for Industry.
- Fifth choice of free booth space at BFI.

See SPONSORS on pages 9 and 10.

Upcoming Luncheon Speakers

■ Tuesday, September 17 – Tammie Johnson, Chief of the Contracting Office at Detachment 8, Air Force Research Lab, KAFB



Tammie Johnson is retiring after 35 years of service to the Department of Defense and will give us her perspective on her successful contracting career.

She most recently led a 96 person organization which manages research and development contracts for the Space Vehicles and Directed Energy Directorates of the AFRL. She has decades of experience managing

contracts in a variety of environments including systems, logistics and sustainment, range management and operations, and research and development.

Ms. Johnson began her career in 1984 at Hill Air Force Base in the Minuteman and Peacekeeper program where she purchased spare parts. She later became a contracting officer in the ICBM Engineering Services and Modification branch. She moved to Nellis Air Force Base in 1992 where she was a contracting officer and team chief managing range operations and management contracts. Subsequently, Ms. Johnson moved to Kirtland Air Force Base where she held positions supporting the AFRL including branch chief for the Space Integration Branch in the Space Vehicles Directorate and Division Chief at the Optical Surveillance System Program Office.

Prior to her assignment to AFRL, Ms. Johnson was employed by the Missile Defense Agency as the Contracts Team Chief for the Airborne Laser Program Office where she led a team of contracting officers and contract specialists in the management of the Airborne Laser development contracts.

■ Tuesday, October 15 – TBA

■ Tuesday, November 19 – Kevin Slone, Chief of the Space Vehicles Contracting Support Division at the Phillips Research Site, KAFB



Kevin Slone is responsible for providing business leadership and contracting support to a \$360 million annual portfolio at the Phillips Research Site.

Mr. Slone began his civil service career in 2005 after retiring from 26 years of active duty service, culminating as the career field manager for 6C enlisted contracting professionals. He also spent 13 years in law enforcement before retraining into contracting in 1993.

His contracting experience covers a broad range of areas that include systems acquisition, sustainment,

operational, and contingency contracting. Mr. Slone was also a three-time squadron superintendent and served as a Director of Business Operations for an operational contracting squadron. Prior to his current assignment, he was the Chief of the Clearance and Program Support Division at the KAFB Air Force Nuclear Weapons Center.

Mr. Slone holds a B.S. in management and law enforcement from Wayland Baptist University and a Master's in procurement and acquisition management from Webster University. His numerous decorations include the Exceptional Civil Service Award and Air Force Commendation Medal. •

We meet the third Tuesday of each month at **Tanoan Country Club** (Rolling Hills entrance east of Eubank off Academy). Registration begins at 11:30 a.m. followed by lunch at noon. Members are admitted free and our guest fee is \$20.

RSVP online at **www.pacanm.org**. Include your name, guest's name, and menu selections. Please register by the Wednesday before the week of the meeting. •



Join PACA!

PACA membership annual dues are \$150*. The fiscal year runs from April 1 to March 31. Mid-year applications will be pro-rated. You may pay your dues and apply on-line at **www.pacanm.org**.

For more information, contact the Membership Chair, **Terel Anyaibe**, at **tanyaibe@aerrotek.com** or **505-342-5007**.

* Dues are subject to change.

Spread the News

If you know a potential member or anyone else who would like to receive the *PACA Pulse*, please forward their e-mail address to **Kit Carman** at **kitcarman6@gmail**.

This is your newsletter. If you would like to contribute an article, make announcements (promotion, job change, or a new product or service), please submit your newsletter contribution to the editor, **Ross Crown**, at **RCrown@lrrc.com**. He can also be reached at **764-5402**.

Contributions are welcome! •



30

SEPTEMBER
SHOTGUN START 9am
Scramble Format



PACA 2019 Golf Tournament

"Bringing STEM Education Up To Par"

100% proceeds goes to STEM Education in NM

\$130 per player includes lunch and prizes

TANOAN COUNTRY CLUB
10801 Academy Rd NE
Albuquerque, NM
87111

For more information &
registration, contact
Kit Carman at 505-236-8942
or Kit.carman@pacanm.org

**Registration will be available
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BRONZE

PREMIER SMALL BUSINESS

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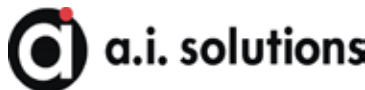
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